PROVINCE OF SASKATCHEWAN

10-11

PLAN FOR 2010-11

MINISTRY OF CORRECTIONS, PUBLIC SAFETY AND POLICING

MINISTRY PLAN FOR 2010-11

Statement from the Minister

I am pleased to present the Plan for the Ministry of Corrections, Public Safety and Policing for the upcoming year, which is in alignment with Government's direction for 2010-11.

Inside the pages of this Plan, you will see a focus on the safety and security of Saskatchewan citizens. Our intentions are made tangible with strategies and actions dealing with crime reduction; offender rehabilitation; effective supervision and security of offenders; enhanced municipal capacity for emergency management, building and fire safety; and, licensing, inspection and safety standards for boilers, pressure vessels, elevators, and amusement rides.

I accept responsibility for furthering Government's commitments while ensuring the Ministry is managed with integrity and professionalism, with a commitment to Government's corporate values and principles. Examining programs and services to ensure the most effective and efficient delivery possible is a key priority for all ministries and an activity that will be reported on as results are achieved.

I will report on the progress made toward this Plan, within the financial parameters provided to my Ministry, in the Ministry's annual report.

The Honourable D.F. (Yogi) Huyghebaert
Minister of Corrections, Public Safety and Policing

Response to Government Direction

Ministry Plans for 2010-11 align with Government's **vision for a secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing opportunity for a high quality of life for all.** Government's vision, goals, and priorities for the upcoming year are described in the ***Government Direction for 2010-11: Balanced. Forward-Looking. Responsible.***

Government's Plan and Budget for 2010-11 are about finding balance: responsibly managing expenditures, ensuring a solid revenue base, minimizing debt levels, and ensuring everyone can benefit from the province's economic prosperity.

To maintain the province's economic momentum, steps need to be taken to slow the growth in government expenditures. Direction has been provided to ministries to find ways to improve the effectiveness and efficiency of government's programs and services, and to ensure the best use of public funds. Efforts will focus on responsible financial management and innovative solutions to improve services to the public while reducing government's overall footprint.

Similar to the ministry plans presented last year, the Plan for 2010-11 communicates a high-level framework for the Ministry's key activities and identifies how the Ministry works to support Government's goals and priorities.

Mission Statement

The Ministry's mission is to work in partnership with communities to advance the safety and security of citizens who live, work, and visit in Saskatchewan through effective:

- policing services and enforcement programs that meet the needs of all residents and communities in Saskatchewan;
- corrections practices with youth and adults that provide a balance of rehabilitation with safety and security;
- emergency management, building and fire safety programs, and services that enhance capacity and focus on mitigation, preparedness, response, and recovery; and,
- licensing and inspection services for boilers, pressure vessels, elevators, and amusement rides through a legislative framework that balances public, stakeholder, and government interests.

Government Goal – Security

Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Strategy	Key 2010-11 Actions
Working in partnership with police and community leaders, reduce crime through effective enforcement and responses to offending	• Finalize the development of the long-term strategy for policing in Saskatchewan. • Support policing initiatives to combat organized crime and gangs in the province, including: ~ implementation of *The Witness Protection Act* and the Witness Protection Program to provide safety to witnesses involved in the prosecution of gang and organized crime individuals; ~ participation in the development of the western Canadian gang member database (a national database); ~ continuing to work with our neighbouring provinces to crack down on the scourge of drug trafficking and other gang activities; and, ~ continue to operationalize the Internet Child Exploitation Unit to protect children from sexual exploitation over the Internet. • Provide 120 new police officers over 4 years: for 2010-11, 30 new police officers will be added (nine municipal with the remainder Royal Canadian Mounted Police [RCMP]). • Continue enhancements to the service provided to northern communities under the Safer Communities and Neighbourhoods (SCAN) program. • Continue to take the profit out of crime by fully implementing the civil forfeiture program. • Complete the review of the policy framework for First Nations policing in the province including service delivery models with the Federation of Saskatchewan Indian Nations (FSIN). • Complete year one of the Peace Keepers pilot project being conducted at the File Hills First Nation Police Service.

Strategy	Key 2010-11 Actions
Working with partners, reduce re-offending behaviour and enhance public safety through: effective rehabilitative interventions with offenders using a continuum of programs and services; and effective security and supervision of offenders	• Make rehabilitation more effective through: ~ continuous assessment of best practices and program effectiveness; ~ continuing to implement effective correctional programming through the Courage to Change initiative and by training staff in core correctional practice; ~ completing an analysis of the Courage to Change field study to assess its effectiveness; and, ~ completing an analysis of the Young Offenders Programs - serious violent offender audit data, and identify improvement actions. • Ensure public safety through: ~ ensuring sound infrastructure; and, ~ enhanced security. • Continue to support gains made in 2009-10 on *The Road Ahead: Towards a Safer Correctional System*, the Government's response to the recommendations from the external investigation team's report into the 2009 escapes from the Regina Provincial Correctional Centre. Activities will include completing the implementation of a telephone monitoring system in correctional facilities and a review of *The Correctional Services Act*. • Complete a multi-year strategy for cultural programming and services for First Nations and Métis offenders in custody and community. Activities will include developing standardized approaches to cultural programming using the Circle of Courage and Medicine Wheel concepts and providing training for cultural coordinators and cultural advisors in order to provide standardized cultural programming. • Continue the multi-year evaluation of the Dedicated Substance Abuse Treatment Unit (DSATU) at the Regina Provincial Correctional Centre.
Enhance municipal capacity in building standards, fire safety and emergencies; provide secure and sound infrastructure; and strengthen emergency management across government	• Coordinate provincial resources to support municipalities facing emergency situations. • Complete implementation of the Provincial Public Safety Telecommunication Network. • Continue to advance a new legislative framework for fire safety and emergency response. • Continue to provide leadership and guidance to communities at Fishing Lake and Waldsea Lake to complete the flood protection initiative, and undertake a review of the initiative as part of a broader potential flood mitigation and response strategy. • Advance a new curriculum for building officials and establish a plan for its implementation. • Work on 2010 national building and fire codes and begin preparing Saskatchewan for adoption of the codes in 2012. • Continue to advance work with stakeholders on a regional approach to develop and implement a provincial public safety framework. • Participate in discussions toward the development of effective western Canadian partnerships in matters of emergency preparedness and response. • Coordinate and facilitate interministerial updates of the Provincial Emergency Plan. • Continue to administer disaster financial assistance claims through the Provincial Disaster Assistance Program (PDAP). • Improve emergency preparedness and resiliency among critical infrastructure owners and operators through facilitative work with the advisory network of owners and operators.

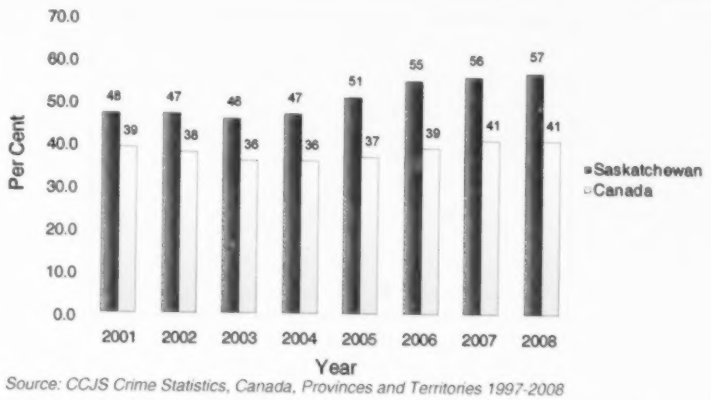
Strategy	Key 2010-11 Actions
Maintain public safety through the delivery of a balanced legislative framework that includes the licensing, inspection, and safety standards compliance of boilers, pressure vessels, elevators, and amusement rides	• Contribute to and participate in national and international standards development regarding boilers and pressure vessels, elevators, and amusement rides. • Continue to administer gas and electrical licensing programs. • Continue to administer boiler, pressure vessel, elevator, and amusement ride inspections and related safety programs. • Continue to make progress on implementation of the Quality Management System approach to inspections of boilers and pressure vessels. • Establish a legislative framework for the delivery of services through delegation of program delivery, with government retaining responsibility for policy and legislation. • Establish a Safety Technology Committee to provide advice to the Minister on new and emerging industry technologies.

Government Goal – Promises

Keep Government's **Promises** and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Strategy	Key 2010-11 Actions
Maintain safe and healthy work environments and a professional, accountable, and highly skilled Ministry workforce	• Continue to build the capacity of the Ministry through: ~ succession planning and training for the future; ~ recruitment and retention initiatives; ~ establishing a northern Young Offender Programs recruitment and retention working group to increase opportunities for staffing and retention; ~ diversity; ~ health, safety, and wellness; and, ~ enhancing awareness of and accountability for financial and administrative processes. • Ensure that the right to privacy of all clients is upheld. This will be addressed through ongoing awareness and information sessions regarding security, privacy, access, and records management within the Ministry, and by offering refresher privacy training in selected locations. • Implementation of *The Road Ahead: Towards a Safer Correctional System*, including increased management oversight and quality assurance mechanisms to enhance compliance for increased safety and effectiveness. • Further develop the business case for the Criminal Justice Information Management System (CJIMS) by continuing work on high-level design of the infrastructure, documentation of detailed requirements and the start of the procurement phase.
Improve the effectiveness and efficiency of Ministry programs and services so as to ensure the best use of public funds	• Continue to implement a management practice of assessment and continuous improvement to ensure a robust, objective, and multi-year assessment function. • In order to address rising costs in corrections associated with overtime, the Ministry will continue to implement the Overtime Reduction Strategy, which includes such components as Staff Workforce Scheduling Software, attendance management policies, hours of work for supervisors, and post-analysis in Adult Corrections provincial correctional centres.

Performance Measures

Measure	Baseline / Trend Line Information
Percentage of police-reported incidents cleared by charge or cleared otherwise	

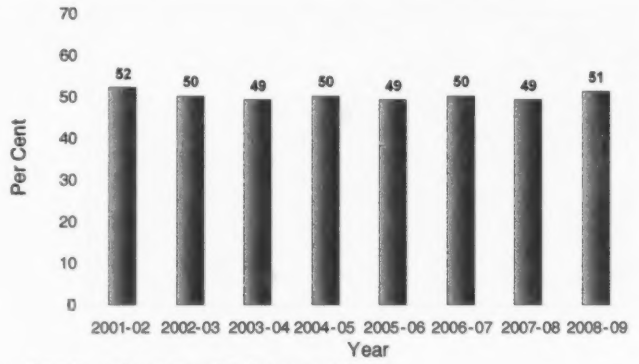
Source: CCJS Crime Statistics, Canada, Provinces and Territories 1997-2008

Measure Description

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

Since 2001, Saskatchewan's clearance rates have continued to increase to a high of 57 per cent in 2008. The clearance rate across Canada has remained relatively stable over this time period, ranging from a low of 36 per cent to a high of 41 per cent.

While the measure is one indicator of the Ministry's progress in reducing crime through effective enforcement and responses to offending, the Ministry has limited influence over these results. While the Ministry provides funding to police services and indicates its priorities, it does not prescribe the day-to-day operations of police services.

Measure	Baseline / Trend Line Information
Percentage of sentenced offenders not re-admitted to any adult correctional program within 24 months of completing custody	

Source: Adult Corrections Information Management System

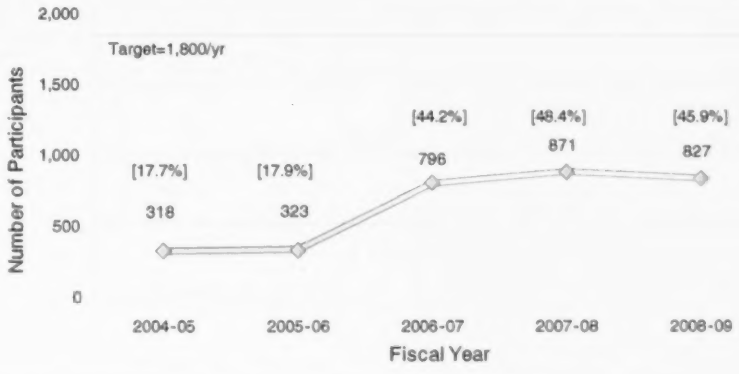
Measure Description

Research shows that correctional programs that target the needs of offenders and that are delivered in a manner that matches the learning style of the offenders can reduce subsequent re-offending behaviour. The percentage of offenders who have completed custody and were not re-admitted to any correctional program within 24 months is one indicator of program effectiveness.

It should be noted that Adult Corrections provides services for offenders with sentences of less than two years. The graph thus does not include those offenders whose sentences are two years or longer and have served in federal correctional facilities.

Rehabilitative programming is a key component of the Ministry's approach to reducing re-offending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to re-offending behaviour, including poverty, education, family and interpersonal violence, and addictions.

In 2008-09, the percentage of sentenced offenders not re-admitted to any adult correctional program within 24 months of completing custody was 51 per cent. The percentage has remained relatively stable since 2001-02. It is important to recognize that in adult correctional facilities more than 74 per cent of offenders are categorized as high-risk to re-offend. At the same time, Saskatchewan's crime rate and in particular, the rate of violent crime remains high. Offender counts in adult facilities have also continued to rise, increasing the pool of high-risk offenders. These factors all contribute to an environment that presents significant challenges to positively affecting this measure. However, it should be noted that research indicates approximately 80-90 per cent of high-risk offenders re-offend within a two-year period. The statistics for Saskatchewan should be viewed in this context.

Measure	Baseline / Trend Line Information
Number of individuals participating in the Emergency Management Training Program	

Measure Description

The Emergency Management Training Program provides training in the core essentials of an Emergency Management Framework through courses such as the development of an emergency plan, the operation of an emergency operating centre, and the elements of a community evacuation. The increased number of both people trained and the level of training is an indication that municipalities, through their local officials, are increasing their emergency management capabilities.

The target for training each year is 1,800 participants. This figure is a general estimate of the amount of training that would provide an adequate level of emergency management sustainability in communities. This training is ongoing, since there is a high rate of turnover and attrition in communities each year. Since 2004-05, the number of participants has increased significantly toward our target of 1,800.

There is a direct relationship between the number of participants and the level of preparedness at the community level. Municipalities that invest in training and development of their emergency management programs are typically better equipped to prepare for and respond to disasters within their community. Local officials and coordinators are able to generally provide a more effective response when required. This may include the activation of an updated Emergency Plan, the opening of a local Emergency Operations Centre (EOC) or the implementation of a communications plan. This enhanced self-reliance results in improved public safety, a reduction in damage to property and critical infrastructure and enhanced protection of the environment.

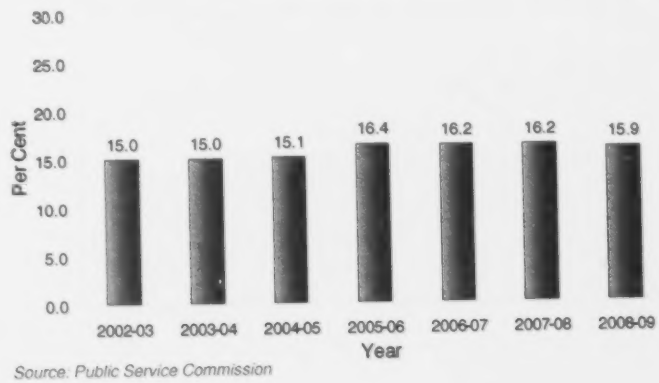
The Ministry has a moderate level of influence over this measure as it is a demand-driven system. The Ministry can establish targets and provide the opportunity for training, but it is municipalities themselves that decide on the amount of training they wish to invest in.

Measure	Baseline / Trend Line Information
Percentage of licensed pressure equipment inspected through Quality Management Systems	

Measure Description

Government inspectors are required to perform periodic inspections of operating boilers and pressure vessels within the province. A satisfactory inspection certificate as a result of the government inspection is required for the owner to maintain a licence for operation. A Quality Management System provides a pressure equipment owner or insurer with the opportunity to establish a documented inspection program and employ qualified inspection personnel in order to perform recognized periodic inspections upon the equipment they own or insure. The documented inspection program covering such topics as measuring and testing equipment, periodic inspections, and training of inspection personnel as well as the actual implementation of the Quality Management System of Inspections falls under government review, registration, licensing, and audit oversight. This measure assesses the administration of a core regulatory component of an effective public safety program.

Since the Quality Management System of Inspection is a new approach by the Ministry, the baseline is zero and it will take time to establish long-term data. Quality Management Systems of Inspection were introduced through legislative changes in the fourth quarter of 2006-07. There were no licensed Quality Management Systems of Inspections prior to that time. For 2008-09, the percentage of total licensed pressure equipment in the province inspected through a Quality Management System was 3.3 per cent. While this represents only two owners, it should be noted that the top 25 owners represent over one-third of the inventory.

Measure	Baseline / Trend Line Information
Percentage of Ministry employees who self-identify as being of First Nations or Métis ancestry	

Source: Public Service Commission

Measure Description

Aboriginal people represent approximately 15 per cent of the population in Saskatchewan, but are significantly over-represented in the criminal justice system (between 70-80 per cent of people in custody are of Aboriginal ancestry). Between 2002-03 and 2008-09, the proportion of Ministry staff who self-identified as being of First Nations or Métis ancestry has slightly increased from 15.0 per cent to 15.9 per cent, with some fluctuations in between. Although the percentage declined in 2008-09 from the previous three years, CPSP's First Nations and Métis employee numbers grew by 18 employees during 2008-09. However, since the CPSP total workforce size increased by 50 employees over that period, the percentage of First Nations and Métis employees as a proportion of the total Ministry workforce decreased slightly.

One way of helping to ensure that correctional programs respect the cultural and spiritual needs of First Nations and Métis clients is to have correctional staff who are of First Nations or Métis ancestry. The Ministry has a moderate level of influence over this measure by actively undertaking measures that will increase this percentage.

In 2008-09, the Ministry began to revitalize a strategic direction for diversity including the enhancement of employment equity hiring. Some of the steps the Ministry is taking to increase the proportion of correctional staff who are of First Nations or Métis ancestry include:

- attending career fairs across Saskatchewan, reaching approximately 6,000 students, and community members annually. A high proportion of attendees are of First Nations or Métis ancestry;
- attending career events in First Nations communities to promote future careers in Corrections, Public Safety and Policing;
- designating Aboriginal positions in accordance with the Public Service Commission's Employment Equity policy;
- continuing to develop workplaces that welcome diversity through the delivery of respectful workplace, anti-harassment, and other diversity workshops; and,
- continuing education and awareness provided to CPSP managers through the CPSP workshop, *First Nations and Métis Awareness Training*.

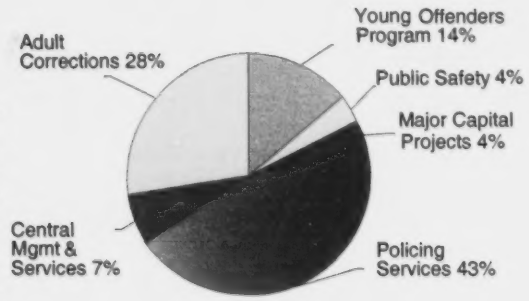
Financial Summary

Highlights of Appropriation and Expense 2010-11

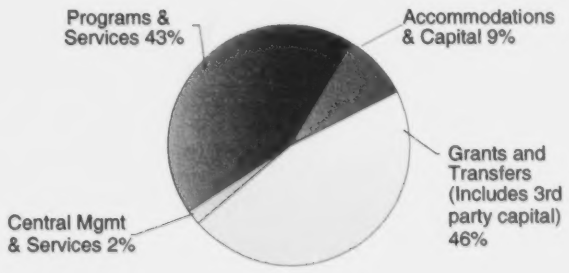
2010-11 Estimates	(In thousands of dollars)
Central Management and Services	23,854
Adult Corrections	98,203
Young Offenders	50,374
Public Safety	12,638
Policing	154,315
Major Capital Projects	13,810
Ministry Appropriation	**353,194**
Capital Acquisition	(17,290)
Amortization	301
Ministry Expense	**336,205**
FTE Staff Complement	**1,954.3**

For more information, see the Budget Estimates at: http://www.finance.gov.sk.ca/budget/2010-11

Ministry Spending by Subvote



Ministry Spending by Category


Programs & Services 43%
Accommodations & Capital 9%
Grants and Transfers (Includes 3rd party capital) 46%
Central Mgmt & Services 2%

HIGHLIGHTS

The following are key announcements being made in the 2010-11 Budget:

- Funding in the amount of $1.2 million is being allocated for the addition of 30 new police officer positions effective January 1, 2010 to deliver on the Government's commitment to add 120 new police officers over its four-year term.
- An allocation of $13.8 million has been earmarked for year four of the multi-year Provincial Public Safety Telecommunications Network project to construct a provincial emergency communications system. An additional $2.3 million in one-time funding will go to operationalize the network.
- The Ministry will see a service funding reduction of $1.6 million from the Licensing and Inspections Branch for establishment of an arms-length Delegated Administrative Organization to deliver the licensing and inspection functions for boiler and pressure vessel, amusement park rides, and elevators. The Ministry will retain the responsibility for legislation and regulation of these technologies.
- An amount of $1.0 million will go toward continuing work on safety, security, and infrastructure upgrades in adult and youth custody facilities.
- Community-based organizations delivering services on behalf of the Ministry will receive a one per cent increase of $75,000.
- Young Offenders' Intensive Rehabilitative and Custody Supervision Program will receive an increase in funding of $100,000.
- A total of $1.2 million is allocated to information technology projects: the staff workforce scheduling system for adult and youth custody facilities ($300,000); the second year of a two-year project to construct a financial interface for the youth case management system ($350,000); and, year two of a project to replace the Courts and Corrections legacy system, which is a joint project with the Ministry of Justice and Attorney General ($500,000).

For More Information

Please visit the Ministry's website at www.cpsp.gov.sk.ca for more information on the Ministry's programs and services, or call (306) 787-7872.